

Table of Contents

Title Page.....	i
Approval Page.....	ii
Declaration of Originality.....	iii
Acknowledgement.....	iv
Table of Contents.....	vi
List of Tables.....	ix
List of Figures.....	x
List of Appendices.....	xi
Abstract.....	xii
Intisari.....	xiii
CHAPTER I. INTRODUCTION.....	1
1.1 Background.....	1
1.2 Problem Statement.....	5
1.3 Research Questions.....	6
1.4 Research Objectives.....	6
1.5 Significance of the Study.....	6
1.6 Scope and Limitations.....	8
1.6.1 Scope.....	8
1.6.2 Limitations.....	9
1.7 Structure of the Study (Writing Framework).....	10
CHAPTER II. THEORETICAL BASIS AND LITERATURE REVIEW.....	11
2.1 Theoretical Basis.....	11
2.1.1 Crisis management: The Four R's model.....	11

2.1.2 Leadership in crisis management: Situational leadership theory.....	14
2.1.3 Tolerance for ambiguity.....	16
2.1.4 Cultural intelligence.....	18
2.2 Literature Review.....	21
2.2.1 Crisis management in multicultural settings.....	21
2.2.2 Cultural intelligence in crisis management.....	23
2.2.3 Tolerance for ambiguity in crisis management.....	24
2.2.4 The Four R's model in crisis management.....	26
2.2.5 Diversity in crisis management.....	27
CHAPTER III. RESEARCH METHOD.....	30
3.1 Research Design.....	30
3.2 Operational Definition of Variables.....	31
3.3 Population and Respondents.....	31
3.4 Research Instruments.....	32
3.5 Data Collection Technique.....	33
3.6 Data Analysis Technique.....	33
CHAPTER IV. FINDINGS AND DISCUSSIONS.....	35
4.1 Data Description.....	35
4.1.1 Participant demographics.....	35
4.1.2 Crisis context overview.....	39
4.1.3 Thematic distribution.....	40
4.1.4 Leadership approaches.....	43
4.2 Emergent Themes from Data Analysis.....	46
4.2.1 Adaptive leadership approaches in crisis settings.....	46
4.2.2 Cultural intelligence as a catalyst for coordination.....	47
4.2.3 Navigating ambiguity in decision-making.....	48
4.2.4 The interplay between cultural intelligence and tolerance for ambiguity in organisational response.....	50
4.2.5 Institutional barriers and organisational learning.....	51
4.3 Summary of Thematic Findings.....	52
4.3.1 The interplay of CQ and TFA in crisis management.....	54
4.4 Implications of the Findings.....	56
CHAPTER V. CONCLUSION.....	60
5.1 Conclusion.....	60



5.2 Limitations.....	61
5.3 Implications.....	62
REFERENCES.....	65